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26 November 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Reports of Problem Solving Seminars Nos. 1, 2
and 3REFERENCE : Your memorandum, dated 17 Nov 1969, Subject as
Above

As requested, comments on the subject Seminar reports are provided.

1. Support Directorate Seminar No. 1

a. Directorate Resources Allocation Board:

The problem discussed of ordering priorities has not in our experience been a matter of great concern, and the Board's suggestion would therefore not be imperative for our needs. We can see however that such a Board could be of value to the Support Directorate as a whole, and we should be pleased to participate in its deliberations. It might be noted that the report in this finding addresses itself to the situation where requirements are increasing relative to support capabilities. We suggest that a Directorate Resources Allocation Board might also address itself to the essentially similar situation where requirements remain constant but support capabilities are being reduced. (We mention a specific application of this generalization below under d.)

b. SIPS

We agree that a deeper understanding of the SIPS objective is desirable. We doubt however that a program -- to include "Seminars" -- such as that implied in the report is necessary to achieve this understanding.

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c. Reorganization

We believe the recommendation in this finding is premature. We wonder about the advisability of trying to develop a model of a new Support Directorate as the analog of the SIPS -- men, money and materiel -- until the deeper understanding that, it is agreed, the SIPS needs is achieved. It is suggested therefore that the model building be deferred.

d. Support Directorate Office Control of Personnel

Although the suggested resulting improvement in efficiency is not completely evident, we should like to consider an arrangement whereby all Agency medical personnel throughout the world would be on the OMS table of organization. From a practical viewpoint we doubt the feasibility of achieving this objective at this time. In this connection we are reminded of the present OPRED situation in Laos, where with the medical requirements continuing without diminution, we are faced with a reduction of two of our four Medical Technicians. (This is the type of requirements -- continuing, capabilities -- reduced situation mentioned in a above that the Directorate Resources Allocation Board might also consider.)

2. Support Directorate Seminar No. 2

We concur in the stated purposes and principles of inter-office rotation for the development of support-generalists, although we must also note, as indeed the report itself notes, that such a formalized arrangement would be more relevant to personnel, logistics, finance and "PPB"-type functions, and would seem to have less impact on the more specialized support offices such as OMS. We believe that the proposed procedures require further study.

3. Support Directorate Seminar No. 3

We suggest that the type of wider development training for GS-13 and GS-14 personnel suggested by this report would be

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difficult to limit to Support Directorate personnel; such personnel from the other directorates would also have reason to expect it. As a matter then of sheer practicality, we must wonder about the Agency's ability to handle such an expanded program. It is our belief that by way of wider training for Support Directorate personnel, it might be more practical to consider greater exposure to existing courses such as the "Trends and Highlights" Course with modifications, particularly for that group (410 less 145) who are in the Midcareer Program but who will not have the Midcareer Executive Development Course. (We also note in reviewing the report of SDS No. 3 together with SDS No. 2, there seem to some common denominators between the two.)

4. We have enjoyed reviewing the reports of these three Seminars, and beyond any question the officers we have sent to these seminars have profited from attendance. We feel sure the OMS will benefit. Finally, it is suggested that the reports of subsequent Seminars might better be considered and reviewed independently. We believe there might be some advantage in considering these reports one at a time.



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